

REQUEST FOR INFORMATION 8-D
USER NEEDS ANALYSIS FOR IN.GOV
November 16, 2008

With this request for information (RFI), the Indiana Office of Technology (IOT) solicits the vendor community's input on how IOT can more methodically identify IN.gov customer needs and measure the state's effectiveness against those needs so that we can better manage our resources to serve those needs.

1.1 Definitions

Throughout this document, a few terms are used repeatedly. Those terms are defined here:

- **IN.gov.** The state's Web site at <http://www.IN.gov> and its sub-domains.
- **IN.gov Program.** The organizational entity that is responsible for managing IN.gov, a division of the Indiana Office of Technology.
- **External Customers.** The public (citizens and businesses), users of IN.gov.
- **Internal Customers.** State workforce (employees and contractors).

1.2 Background

This section is provided to put the purpose of this RFI in context.

1.2.1 Overview

Through the state's official Web portal, IN.gov, customers enjoy 365x7x24 access to hundreds of thousands of Web pages and hundreds of online services, almost all of which are free.

IN.gov is managed by the IN.gov Program, which is positioned at the "core" of all state Web design and development for IN.gov. It is at this core that the state workforce across the executive, judicial, and legislative branches and the elected officials' offices of our state government builds the tremendous breadth and depth of information and services to better serve the state's constituents. The relationship between the IN.gov Program and the state workforce is symbiotic. Without the IN.gov Program at the core, development would be more costly to all, security levels would be lower, resources would not be shared, and information and services would be agency-centric instead of customer-centric. Similarly, a core without an outer layer has no substance, and, without the substance of the information and services on IN.gov, there is no purpose for the core.

The IN.gov Program's Mission for IN.gov is for it to be the single online source of up-to-the minute state government information and trusted, easy-to-use, "one stop" state services that reduce the cost of doing business with and within state government. Our Vision for IN.gov is to shift, by the end of 2008, to be a measurably customer-centric portal of state information and services. Without an analysis of our External Customer needs, the ability to measure our

effectiveness against those needs, and a roadmap to better deliver to those needs, the IN.gov Program cannot realize the IN.gov Vision.

1.2.2 1/10/2005 to Today

Over the course of 2005, IOT performed a baseline assessment of IN.gov, then known as *accessIndiana*. That assessment essentially revealed that, while the Web site had a tremendous amount of information and services online, there were fundamental problems with the management of IN.gov all stemming from the fact that the state had effectively delegated management of the Web site to the primary support vendor in the years prior to 2005. By mid-2005, IOT established the IN.gov Program to manage the primary support vendor and began efforts to improve, focusing on project management and service delivery to Internal Customers.

At the end of 2005, the IN.gov Program released an RFI to the vendor community summarizing the many challenges then facing the Program. That RFI identified the need: (1) for a clear mission, vision and governance structure for IN.gov; (2) to rethink the funding model and hosting, development, design and marketing services provided to the state by the primary support vendor; (3) for metrics to manage IN.gov on the key performance indicators; (4) for more cross-agency collaboration and a customer-focused design; and, (5) for a content management system (CMS), knowledge base, and live help. The numerous responses received were very helpful.

In 2006, the IN.gov Program's mission vision, and priorities were firmly established and communicated to Internal Customers, with priorities driving spending; a governance structure was established; the financial model supporting IN.gov was changed to give the state full control over IN.gov revenue; and, lines of communication with our Internal Customers were opened through the IN.gov Update e-newsletter and regular open meetings. IN.gov was moved to one of the state of Indiana's most reliable data centers, nlFrame. The IN.gov Program implemented webmasters.IN.gov, the intake mechanism for all issue submission (and tracking) with issues pegged (and all IN.gov Program resources managed) to Internal Customer-focused metrics. Live help was implemented and an enterprise e-mail marketing contract established. A Web CMS was also selected by a multi-agency team through a rigorous but expedited process. The IN.gov Program's employed and contracted staff also underwent intensive customer service training.

At the end of 2006, the IN.gov Program announced the initiative to redesign all state agency Web sites and implement the enterprise Web CMS that was selected by the multi-agency team. In April 2007, the new IN.gov Web design was launched. RightNow's enterprise frequently asked questions and live help system and WebTrends for real-time Web analytics were implemented as well. This entire year, IN.gov resources have been fully focused on (1) migrating state agency Web content into the enterprise Web content management system and new IN.gov design and (2) and enhancing IN.gov security and disaster recoverability.

In sum, the IN.gov Program has relentlessly attacked the challenges identified in the 2005 RFI, and has made significant progress against those challenges.

1.2.3 2008 Focus Areas

In 2008, our efforts will be focused on the following:

1. Complete the Redesign & CMS Implementation Initiative by mid-2008.

2. Assess and certify the security of all state Internet-facing applications, whether built by the IN.gov Program or not.
3. Implement single sign on to allow IN.gov services to have a single view of the customer.¹
4. When the Redesign & CMS Implementation Initiative is completed, shift resources back to the development and improvement of “trusted, easy-to-use, ‘one stop’ state services that reduce the cost of doing business with and within state government.”

1.2.4 Other Information

For more information about the IN.gov Program see <http://www.in.gov/iot/2506.htm>.

1.3 The Next Phase

In 2005, many of the challenges were obvious. Those challenges demanded immediate attention and action. As a result, we have become proficient in measuring the effectiveness of the IN.gov Program’s delivery of services to Internal Customers (content changes, IN.gov uptime, etc.), with our metrics reported quarterly in the IN.gov Update newsletter. Over the last three years, we have worked to make progress against those challenges to the benefit of our Internal and External Customers. Additionally, we have worked to adopt “best practices” identified by Brown University, the Center for Digital Government, and others, so long as we believed those improve our customers’ online experience. But, with the “low hanging fruit” largely picked, merely focusing on best practices or succumbing to working on the subjective “wow” factor of “neat” enhancements that only a small subset of customers may find useful will not better serve our customers.

Now, in 2008, we are ready to move to the next step of running the Program based on a more formal framework for identifying the state’s customers’ needs and measuring our effectiveness. So, while progress on the 2008 Focus Areas will continue, *the IN.gov Program needs assistance in determining how to methodically identify and analyze our External Customer needs and how to measure our effectiveness against those needs so that we can develop a roadmap to better deliver to those needs*. This Next Phase is the key to satisfying our Vision: to shift, by the end of 2008, to be a measurably customer-centric portal of state information and services.

This assessment (or these assessments) should be reusable, something that the IN.gov Program can perform again every two to three years. The assessment must identify *External Customers’* needs, determine if those needs are well or under served, and result in an action plan. Each time, the IN.gov Program will focus on different areas for improvement, but there must be a core set of factors on which we measure the effectiveness of IN.gov so metrics can be compared year to year.² The results of the assessment(s) *must be actionable* and will largely set the development plans for the IN.gov program.

¹ As a result, a user should be able to go to IN.gov and see the status of their driver’s license, professional license, where they vote, who their legislator is, and much more. That is the goal, and it will take time to accomplish, but we have efforts underway to bring that vision to a reality.

² One of the core assessment points should be the effectiveness of the IN.gov design so that the state can regularly improve its enterprise design.

1.4 Responding to this RFI

The IN.gov Program believes it will need qualified assistance to propose an approach and solutions to the needs stated above. The IN.gov Program does not seek the generalized approach of some consulting engagements, and this undertaking does not require technical expertise. It must be tailored to the IN.gov Program and a vendor (or vendors) with prior relevant experience will be essential.

1.4.1 Substance of Your Response

In your response, we ask that you provide:

- A link to your Web site so that we can independently learn more about your company's history and strengths. (There is no need to include that information in the RFI.)
- An assessment of our statement of needs and how you would approach providing a solution to those needs.
- Specific examples of relevant experience elsewhere.
- Reasons that your company is well suited to assist the state in this endeavor.
- Other *relevant* information that the respondent would like to address.

General information about your company or your company's approach to project scoping or project management methodologies is respectfully discouraged.

1.4.2 Format, Page Limit, & Deadline for Response

Respondents are asked to submit their response to this RFI in a *single PDF, of not more than 25 pages, e-mailed* to Director of IN.gov Chris W. Cotterill at ccotterill@iot.in.gov by 3:00 p.m. (Eastern Time) on December 20, 2007. For ease of administration, no paper copies will be accepted. Please name the pdf: "Name_of_Your_Company.pdf."

1.4.1 How We Would Like Respondents to Approach this RFI

Respondents should not accept the state's statements above as "set in stone." Respondents are encouraged to add their expertise and creativity and to offer different options for delivering the best solutions to the stated needs. Ultimately, the state requests that the respondent provide us information on the best solutions, not the "best response" to this RFI.

1.4.2 Frequently Asked Questions about the RFI Process

1.4.2.1 Will this RFI Lead to a Procurement of Products or Services?

Unlike a request for proposal (RFP), this RFI is not a solicitation leading directly to procurement. This RFI *may* lead to a separate or multiple procurements, which *could* occur through any one of the many state procurement methods: via request for proposal (RFP), request for quote, sole source, or existing agreement with the state.

1.4.2.2 *Does My Company Have to Respond to this RFI to Participate in Future Solicitations?*

No; however, if your company has an existing contract with the state or your company offers a unique product or service, the IN.gov Program may (in compliance with state procurement requirements and subject to the review and approval of the Indiana Department of Administration) work directly with your company. And, the more the IN.gov Program knows about your service offerings in advance, the more likely your services may be sought.

1.4.2.1 *Is My Response Confidential?*

Your response to this RFI is not subject to public disclosure between the date it is submitted to the state and the deadline of the RFI. Thereafter, the document *is* subject to public disclosure. Thus, respondents should not include any information they wish to keep confidential.

1.4.1 *Other Questions?*

As this is not a formal request for proposal, you may submit questions to Chris W. Cotterill at ccotterill@iot.in.gov at any time throughout this process. No conference to discuss this RFI is expected.